

December 2004

People Profile: John Fenner

Editor

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Recommended Citation

Editor (2004) "People Profile: John Fenner," *Against the Grain*: Vol. 16: Iss. 6, Article 15.

DOI: <https://doi.org/10.7771/2380-176X.4442>

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assignments, libraries will offer staff a variety of unpaid or partially paid leaves (e.g., family, educational, travel, pre-retirement, political, sabbatical, charity, volunteer, and entrepreneurial leaves).

10. Use of non-monetary rewards — With declining budgets, there will be increasing pressure to control costs. This will lead to the development of new, non-monetary means to reward and motivate library personnel. Examples include secondment and exchange programs, instructional responsibilities, and the like.
11. Shift work premiums — The physiological, psychological, and family problems caused by rotating shifts are well recognized. Libraries will offer premium incentives for regular shift and weekend work. This will improve morale, recruitment, and retention. In addition, increasing the continuity of staff will increase public support for the institution.
12. Differential salary and benefits packages — Due to budget constraints, library administrators will find that the only way they can afford to hire new staff is to offer them a different salary and benefit package from that given current staff. This practice is already gaining acceptance in other sectors.

Evaluation and Measurement Trends

1. Competence evaluation — There will be an increasing understanding of the importance of developing competences (i.e., analytics, communication, group process, problem-solving, decision-making, understanding the environment, etc.) to round out technical competence in a discipline (i.e., cataloging, preservation, systems, reference, etc.). Hence, there will be greater emphasis on competences in evaluations, training, recruitment, and selection processes.
2. Peer evaluations — Responsibility for performance reviews and accompanying compensation changes will be delegated to teams lower and lower in the hierarchy. Peer review and peer allocation of compensation will become common. In some cases, peers external to the library will be used to ensure well-rounded appraisals. The use of peer review will, in turn, support and reward networking, good communication, information dissemination, and teamwork.
3. User evaluations — Evaluation and compensation of personnel will be tied to users' evaluations of library services. The move from evaluating staff directly to evaluating them indirectly through service performance evaluations by users reflects the increasing awareness

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John Fenner

BORN & LIVED: Born and raised in small, rural South Dakota towns through high school.

EARLY LIFE: Typical small town South Dakota life.

FAMILY: Functional and traditional family with parents and younger sister at home.

EDUCATION: BA and MBA from **University of Chicago**, MLIS from **University of Western Ontario**.

FIRST JOB: Delivering weekly advertising paper in high school; playing music in the US Army; managing 45 urban minority women after university.

PROFESSIONAL CAREER AND ACTIVITIES: Professional futurist and strategic planner.

IN MY SPARE TIME I LIKE TO: Do yoga and exercise, read and study, write, and mentor others.

FAVORITE BOOKS: *Science of Mind* by **Ernest Holmes**.

PET PEEVES/WHAT MAKES ME MAD: Fraud and greed.

PHILOSOPHY: Do not leave this life with any regrets about actions committed or omitted.

MOST MEANINGFUL CAREER ACHIEVEMENT: Raising a daughter to be competent in life and compassionate toward others and herself.

GOAL YOU HOPE TO ACHIEVE FIVE YEARS FROM NOW: Having no regrets about what I have done and not done during those five years.

HOW/WHERE DO I SEE THE INDUSTRY IN FIVE YEARS: Conceptually bewildered and bankrupt, philosophically convergent regarding means, but diverse in applications and emphasis.

in libraries that the "customer" (patron, user, or client) is boss. Currently, survey instruments like **LIBQUAL+** are used to assess service performance, but very few libraries tie staff appraisals and compensation directly to the results of such assessment.

4. Measurement of style — Library managers will try to identify the different thinking, working, and interaction styles of librarians and staff in order to place them in the appropriate teams, supervisory relationships, and service areas. Training for management positions will be abandoned as realization dawns that the personality is a fixed system, and although it can be consciously changed for short periods, it will inevitably revert to its basic behavior. Consequently, it is far easier to find the right personality than to develop it through training.
5. Human resource utilization audits — Audits of the effective use of human resources will become as common as audits of systems and service performance.
6. Anticipating requirements — The law will give no mercy for inappropriate or nonexistent measurement systems. Human Resources will be required to collect statistics on personnel and Hu-

man Resources activity before a situation becomes critical. This will be particularly important in the areas of health and safety.

Management and Planning Trends

1. Centralization and consolidation — The present seesaw movement between extremes of centralization/decentralization and consolidation/split functions will continue; there can be and is no stable equilibrium. Human Resources will continually have to revise organizational relationships and culture in order to reflect swings in orientation.
2. Self-managed work groups — There will be more self-management of work groups. The person to whom work groups report will be responsible for building the necessary internal infrastructure to make the group successful. However, authority will come from within the groups themselves, who will elect their own chairpersons as well as allocate workload and resources.
3. Management of "in-house entrepreneurs" — Library managers will realize that they need to nurture and manage their go-getters in a different manner from other personnel. Multiple-stream programs and systems will become common.

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